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BOOK REVIEW OF "ONE MINUTE MANAGER"

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ABSTRACT

The book deals with the situational leadership model: life cycle theory. It is a practical guide to life cycle theory. It motivates the reader to be a leader in both professional as well as personal life. Various situations are described by the author through characters in the story which shows the practical application of theory propounded by him along with Paul Hersey. It gives a clear insight of work life situations and the stress in which employees work being unaware and underutilization of the power they possess. The clear idea of the story to be Self Leader. It will not only work for the success of individual but for the organization in today's competitive world.

KEYWORDS: Self Leadership, Assumed Constraints, Position Power, Collaborate, Dedication

INTRODUCTION

"Self Leadership and the one minute manager" authored by Ken Blanchard, Susan Fowler And Laurence Hawkins is a wonderful book which talks about management methods for achieving success by following very simple and well defined principles. Everything is beautifully well knitted in words around a story of Steve & Cayla. The story is so well created & smooth that the reader will feel spellbound & the reader will found it very tough to leave the book before finishing it.

Cayla, a magician at Cayla's Café, teaches these very much practical tricks to Steve, an Accounts Executive with United Bank. The most important & the foremost thing required to learn the tricks is self leadership i.e. taking up the responsibility of every action done & not to rely on passing on the buck of excuses. A list of motivators was given to him & asked to rank the said motivators through one to ten in the order of their priority to him & get it filled by at least five of his colleagues in the same manner. He found everyone has a different set of motivators in priority wise ranking. Thus since no two people has same motivators at work so is the reaction. The person who practices self leadership is the one who takes the ownership of the outcomes out of his actions rather than being an escapist.

The first trick she talks of is Assumed Constraints i.e. a belief/assumption based on past experiences which limits present and future experiences. Cayla talks of challenging them & allow not to be an Obstacle in journey of one's Success.

Next trick is "point of power" i.e. knowing and believing in your own power instead of living in assumed constraint that ultimate power lies in position. There are various types of power and to lead you must practice and believe in your point of power.

Knowledge Power –experts at doing a particular job; Personal Power- ability to give assurance to people & make them feel comfy with the work that needs to be done & the costs involved; Relationship Power: focus on relations both internal as well as external to the organization; Task Power- power out of job one is assigned; Position Power-is based on the designation in the organization and the responsibilities associated with it.

Acknowledging the power one has gives a sense of control over one's job and the choice. This makes them enjoy their work without position power or a higher designation or title. Points of Power has been pictographically depicted as-
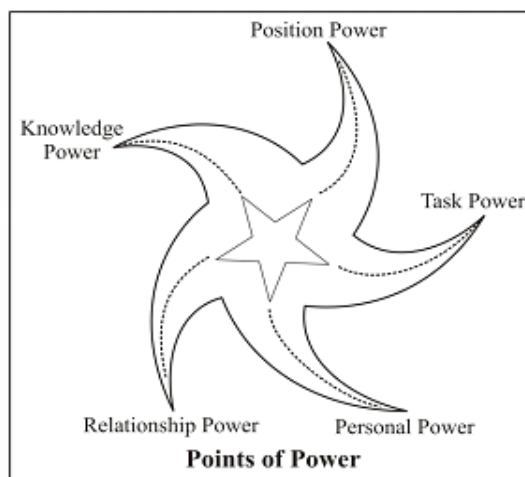
Figure 1: "Points of Power" (Ken Blanchard, 2005)

Identify & recognize your points of power & cultivate them. The sole advantage of power is the ability to do more good. The greatest weakness of a person is not realizing one's own power. Next is development Continuum- a model of four stages people usually experience when they are learning to master something.

The Development Continuum: When you first begin to learn something or take on a goal, you have the naïve enthusiasm that overshadows your lack of competence. Once you get into the goal & realize you don't have the competence, your expectations are shattered.

D1: first development level is called the Enthusiastic Beginner Stage, where someone began then comes D2 or Disillusioned Learner Stage where the learned lesion leads to failure when practiced because of imperfection and learner felt disappointed & disillusioned of the fact which he has out of enthusiasm at stage 1. D3 or Capable But Cautious Performer Stage arises when the learner practiced the lesson in a cautious way successfully. When he becomes quite an expert on the subject that is called D4 or High Achiever Stage i.e. the person is a self reliant achiever.

It is always the learner's choice to quit or keep doing at any of the stages. Further when you are at the Disillusioned Learner Stage of your goal & you lack Competence & commitment, you are not a failure if thoughtfully decide it is not worth the time & effort to proceed. You are a self leader taking responsibility. Your lesson is to think about what it will take for you to get to the next level of development. She gave a chart to identify the various needs of the learner at various stages which is shown in Table 1. A list of examples was also given to identify what you need to increase your competence & build commitment if you are going to progress from Enthusiastic Beginner to High Achiever on a goal.

When your Competence is Low, you Need Direction; when your Commitment is Low, you Need Support

If you can learn this, you'll know what you need and what to ask for at each development level. It is much simplified as:

Table 1

Stages	Level	Symptom	I Need	Leadership Style
D1	Enthusiastic Beginner level of Development	Low competence & high Commitment	High Direction & Low Support	Directing
D2	Disillusioned Learner level of Development	Low to some competence & low commitment	High Direction & High Support	Coaching
D3	Capable but Cautious performer	Moderate to high competence & variable Commitment	Low Direction & High Support	Supporting
D4	High Achiever level of development	High Competence & High Commitment	Low Direction & Low Support	Delegating

For each development level, there is a corresponding leadership style to provide you with the appropriate amount of direction &/or support you need.
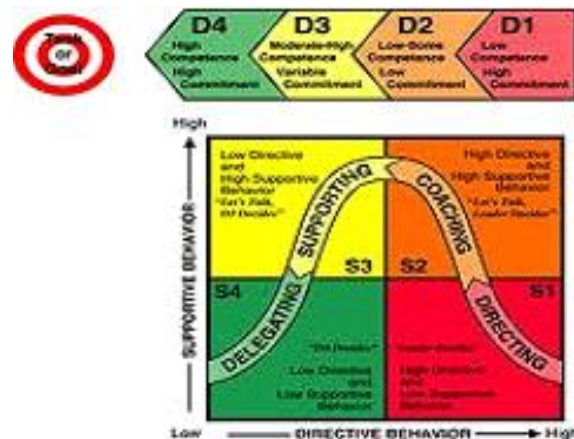
The Needs Model

Figure 2: (Ken Blanchard, 2005)

When goals work out, it is usually because you instinctively take the initiative to be a self leader & get what you need to succeed. Things get harder before they get easier.

The third trick of self leadership is collaborate for success. Use difficult points of powers together in a team to achieve the goals. The two most powerful words to collaborate for success are: "I Need". The book also mentions three types of questions which are called "Dumb Questions" – (i) When the answer is obvious, (ii) When you're not willing to hear a certain response, (iii) when you already know what you want to hear.

A leader is ANYONE who can give you the support & Direction you need to achieve your goal. The beauty of developing a self leader is that it ultimately frees managers to focus their attention where it is most needed.

Finally it is concluded by the author that a self leader:

CHALLENGE ASSUMED CONSTRAINTS

CELEBRATE THEIR POINTS OF POWER

COLLABORATE FOR SUCCESS (Ken Blanchard, 2005)

Ken Blanchard has propounded life cycle theory also called situational approach to leadership along with Paul Hersey the model focuses on the level of "maturity" of the followers as a contingency variable affecting the styles of leadership (telling, selling, participating & delegating). (Laxmikanth, 2011)

The book is very impressively connected and explained in a very easy language with the use of examples. All the tricks mentioned, are in cycle. They are to be followed in a step-by-step process. Beyond doubt it is an awesomely written, inspiring and a practical applicability of situational theory.

REFERENCES

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